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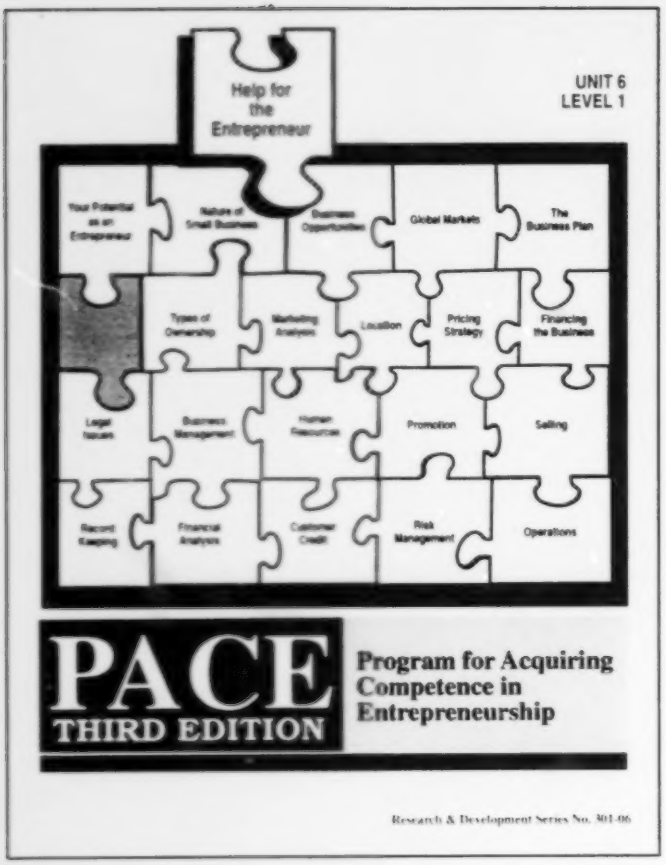
ABSTRACT

This instructor guide for a unit on help for entrepreneurs in the PACE (Program for Acquiring Competence in Entrepreneurship) curriculum includes the full text of the student module and lesson plans, instructional suggestions, and other teacher resources. The competencies that are incorporated into this module are at Level 1 of learning--understanding the creation and operation of a business. Included in the instructor's guide are the following: unit objectives, guidelines for using PACE, lists of teaching suggestions for each unit objective/subobjective, model assessment responses, and overview of the three levels of the PACE program. The following materials are contained in the student's guide: activities to be completed in preparation for the unit, unit objectives, student reading materials, individual and group learning activities, case study, discussion questions, assessment questions, and references. Among the topics discussed in the unit are the following: technical assistance and how it helps entrepreneurs; sources of technical assistance; and ways business affiliations, business associations, government agencies, educational institutions, competition, professional consultants, and publications help entrepreneurs. (MN)



Objectives:

- Define technical assistance.
- Discuss how technical assistance can help the entrepreneur.
- Identify the types of technical assistance available to the entrepreneur.

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INSTRUCTOR GUIDE

Unit 6

Help for the Entrepreneur

Level 1

HOW TO USE PACE

- Use the objectives as a pretest. If a student is able to meet the objectives, ask him or her to read and respond to the assessment questions in the back of the module.
- Duplicate the glossary from the *Resource Guide* to use as a handout.
- Use the teaching outlines provided in the *Instructor Guide* for assistance in focusing your teaching delivery. The left side of each outline page lists objectives with the corresponding headings (margin questions) from the unit. Space is provided for you to add your own suggestions. Try to increase student involvement in as many ways as possible to foster an interactive learning process.
- When your students are ready to do the *Activities*, assist them in selecting those that you feel would be the most beneficial to their growth in entrepreneurship.
- Assess your students on the unit content when they indicate they are ready. You may choose written or verbal assessments according to the situation. Model responses are provided for each module of each unit. While these are suggested responses, others may be equally valid.

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Objectives	Teaching Suggestions
1. DEFINE TECHNICAL ASSISTANCE	
What is technical assistance?	Introduce the student to the general concept of technical assistance.
2. DISCUSS HOW TECHNICAL ASSISTANCE CAN HELP THE ENTREPRENEUR	
How does technical assistance help the entrepreneur?	Have students list various professionals they know (family members, friends, acquaintances, etc.) who offer technical assistance to businesses. Stress the importance of prevention versus damage control.
What types of technical assistance might the entrepreneur need?	Demonstrate the value of technical assistance to the class. List the various areas in which technical assistance might be sought before opening a business, i.e., accounting, legal, computing, etc.
3. IDENTIFY THE TYPES OF TECHNICAL ASSISTANCE AVAILABLE TO THE ENTREPRENEUR	
Where is technical assistance found?	The instructor can use charts to list sources of technical assistance. Have students write on note cards the information you show on charts. As you complete your charts, students will write down information on their note cards for future reference.
How do business affiliations help the entrepreneur?	List franchises, cooperatives, and buying groups on the chart corresponding to business affiliations. Use simple words in defining these terms. The key issue for students is not to memorize definitions, but to understand the meaning of the terms.
How do business associations help the entrepreneur?	Define business associations and add information related to them on the corresponding chart.
How do government agencies help the entrepreneur?	Underline the importance of government assistance. List the Small Business Administration, U.S. Department of Commerce, U.S. Department of Labor, and government agencies on corresponding chart.
How do educational institutions help the entrepreneur?	Ask students to express their ideas on how educational institutions could help entrepreneurs.

Objectives	Teaching Suggestions
How can the competition help the entrepreneur?	Help students understand why competition is critical in learning about valuable sources of technical assistance.
How do professional consultants help the entrepreneur?	Give students three examples of consulting professionals and have them express their opinions on what kind of technical assistance each professional might offer.
How do publications help the entrepreneur?	Consult your local library for some popular entrepreneurship journals. Have students work in groups and gather information from the journals related to technical assistance.

MODEL ASSESSMENT RESPONSES

Technical assistance provides the entrepreneur with access to experience and expertise. When starting new businesses, entrepreneurs do not have all the knowledge or skills required. Seeking technical assistance does not indicate failure. Rather, being aware of assistance you can get from experienced advisers shows that you know you need it and you know how you can get it.

The skills an entrepreneur needs when they first open a business are different than skills they need to maintain the business. Before opening a business, you must assess your aptitude for entrepreneurship, identify entrepreneurship opportunities, develop a business plan select a business location, develop a financial plan, and select a legal structure for the business. After the business opens, you need to manage finances, marketing, sales promotion, human resources, sales, customer relations, and protect your business. There is a lot of room for the students to expand on each 'before and after' activity.

Comprehensive franchise agreements provide the entrepreneur with much of the technical assistance, the logo and company name, supply of the product and/or manufacturing process, marketing and operations plan.

Disadvantages of owning a franchise are: (1) limitation of freedom in making decisions, (2) higher costs, and consequently, (3) potentially lower profits.

Farmers find it advantageous to join a cooperative because of (1) better prices due to quantity purchasing power, (2) less expensive warehousing and storage due to shared expenses, and (3) reduced costs for advertising or sales promotion due to the sharing of expenses.

Some companies employ a buying group together to purchase merchandise in central markets. High fashion and perishable products are two examples of merchandise that requires rapid turn-over. Buyer groups provide members with product information, sales promotion ideas, and selling aids.

PACE
THIRD EDITION

Program for Acquiring Competence in Entrepreneurship

Incorporates the needed competencies for creating and operating a small business at three levels of learning, with experiences and outcomes becoming progressively more advanced.

Level 1 — Understanding the creation and operation of a business.
Level 2 — Planning for a business in your future.
Level 3 — Starting and managing your own business.

Self-contained **Student Modules** include: specific objectives, questions supporting the objectives, complete content in form of answers to the questions, case studies, individual activities, group activities, module assessment references. **Instructor Guides** include the full text of each student module and lesson plans, instructional suggestions, and other resources. **PACE, Third Edition, Resource Guide** includes teaching strategies, references, glossary of terms, and a directory of entrepreneurship assistance organizations.

For information on PACE or to order, contact the Publications Department at the
Center on Education and Training for Employment, 1900 Kenny Road, Columbus, Ohio 43210-1090
(614) 292-4353, (800) 848-4815.

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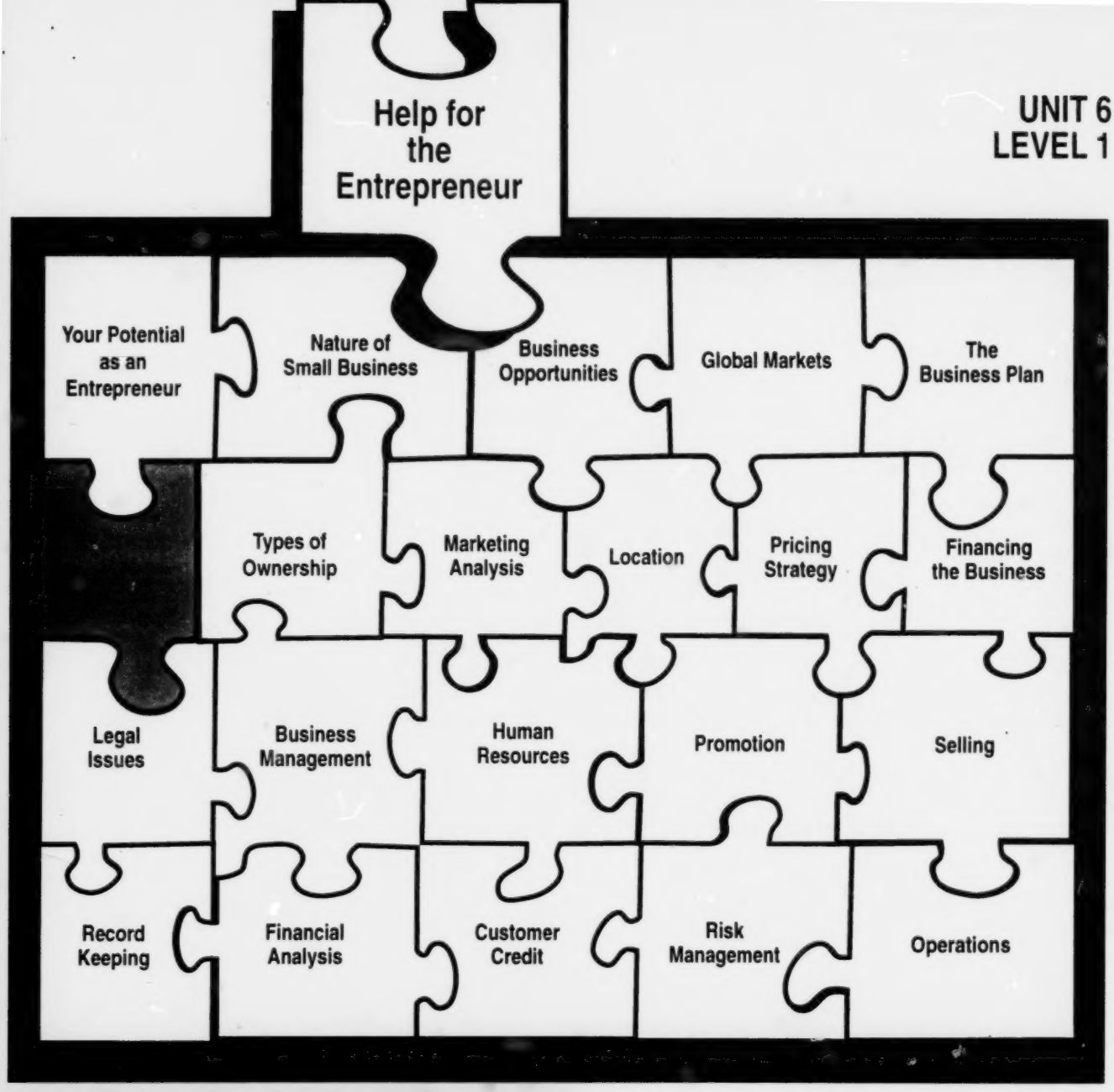
UNIT 6
LEVEL 1



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CENTER ON EDUCATION AND TRAINING FOR EMPLOYMENT
COLLEGE OF EDUCATION
THE OHIO STATE UNIVERSITY

Research & Development Series No. 301-06

HELP FOR THE ENTREPRENEUR

BEFORE YOU BEGIN . . .

1. Consult the *Resource Guide* for instructions if this is your first PACE unit.

2. Read What are the Objectives for this Unit on the following page. If you think you can meet these objectives now, consult your instructor.

3. Look for these business terms as you read this unit. If you need help with the meanings, ask your instructor for a copy of the PACE Glossary contained in the *Resource Guide*.

   Business affiliation
   Buying froup
   Consultant
   Cooperative
   Damage control
   Franchise
   Technical assistance

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HELP FOR THE ENTREPRENEUR

WHAT ARE THE OBJECTIVES FOR THIS UNIT?

Upon completion of this unit you will be able to—

- define technical assistance,
- discuss how technical assistance can help the entrepreneur, and
- identify the types of technical assistance available to the entrepreneur.

WHAT IS THIS UNIT ABOUT?

As an entrepreneur you must perform many tasks. You must also make many decisions. Some of these decisions will be easy; others will be difficult. You may need to look outside your business for help in performing tasks and making decisions.

In this unit, you will learn the meaning of *technical assistance*. You will explore how the small business owner benefits from technical assistance, and you will discover the kinds of technical assistance available to entrepreneurs.

By obtaining assistance from others, you get the help you need to complete tasks. You also learn more about your business and increase your ability to make your business successful.

WHAT IS TECHNICAL ASSISTANCE?

As an entrepreneur, you should know a product or be highly skilled in providing a service before thinking of going into business. However, you can't be expected to know how to do everything.

Over time you may develop all of the knowledge and skills a business owner needs, but in the beginning you will need a lot of help.

Technical assistance is the term for the outside help you will need to open and operate a small business. The use of technical assistance does not indicate failure. Rather, it shows that you know where you need help and that you know how to get it.

HOW DOES TECHNICAL ASSISTANCE HELP THE ENTREPRENEUR?

As you begin your business, you probably will not know how to perform all the tasks required of you. Being aware of the wealth of technical assistance available to you is like having qualified advisers standing by to help you solve every problem.

Obtaining technical assistance at the outset of your business is important for many reasons. Qualified sources of technical assistance such as lawyers, accountants, bankers, and realtors can provide an objective look at both opportunities for improvement and potential risks. As you start your business, it is human nature to focus on the positive aspects of business ownership. Although confidence is important, your advisers will offer a broader perspective that should include the downside. Skilled advisers can do this without dampening your much-needed enthusiasm. One of the best ways to avoid problems is to be aware of when and where they may surface.

The old saying "an ounce of prevention is worth a pound of cure" applies to obtaining technical assistance. As a rule, *prevention* is almost always less expensive than *damage control*. For example, in the beginning, with all the expenses of starting a business, it may appear that the cost of liability insurance is too expensive. However, you must compare this cost with the potential loss should an accident occur at your business. Not only could it ruin your business, you might be paying for it the rest of your life. These types of problems can be avoided by setting up a network of technical advisers during the planning stages of your business.

WHAT TYPES OF TECHNICAL ASSISTANCE MIGHT THE ENTREPRENEUR NEED?

The entrepreneur's job is complex. However, all the tasks performed can be classified into two broad categories:

1. Those you must do before the business opens
2. Those you must do after the business is operating

Before the business opens you need to—

- assess your aptitude for entrepreneurship,
- identify entrepreneurship opportunities,
- develop a marketing plan,
- select a business location,
- develop a financial plan, and
- select a legal structure.

After the business is operating, you need to—

- manage finances,
- manage marketing,

- manage sales promotion,
- manage human resources,
- manage sales,
- manage customer relations, and
- protect the business.

Each task requires specific knowledge and skill. In fact, each task might be divided into several subtasks because of the knowledge or skill it requires. Therefore, you need to know a lot in order to do all that you need to do. Are you already competent enough to handle all these tasks? If so, you are really unique. Most entrepreneurs never become completely skilled in all areas. If, however, you do not have the knowledge and skills for performing all these tasks, you will need technical assistance.

WHERE IS TECHNICAL ASSISTANCE FOUND?

Whatever problems you may have in developing your business, you will not be without help. In fact, you may find it difficult to choose from all the technical assistance available. There are six major categories of technical assistance:

- Business affiliations
- Business associations
- Government agencies
- Educational institutions
- Professional services
- Publications

A brief description of each category follows.

HOW DO BUSINESS AFFILIATIONS HELP THE ENTREPRENEUR?

A *business affiliation* is a group of companies legally joined for mutual benefit. Three business affiliations that provide technical assistance for small businesses are *franchises, cooperatives,* and *buying groups.*

Franchises

A *franchise* is a form of marketing in which the main owner, or "parent company," markets a product or service through local businesses, while maintaining control over the operating methods used in each business.

Most fast-food businesses are franchises. A national company provides the logo, the recipes, the advertising plan, marketing plan, and the plan for operations. The local entrepreneur pays money for these services. Generally, this is a large amount in the beginning and then a share of the profits for as long as the business is in operation.

Comprehensive franchises such as these provide much of the technical assistance needed by the small business owner. Other franchising arrangements may provide only a company name and a supply of the product.

Although franchises provide a great deal of technical assistance, they also limit your freedom to be your own boss. The more assistance you get from the franchiser or parent company, the less free you are to "do your own thing"—and the more it costs. Some franchises are very expensive because they provide a wide range of assistance. Remember—the entrepreneur must pay for such services from the company profits.

Cooperatives

A *cooperative* is a business that is owned and operated by a number of different companies for their mutual benefit. For many years farmers have joined cooperatives to receive some of the benefits of partnership without actually having others invest in their business. Some of the benefits of membership in a cooperative are—

- better prices from suppliers because of large quantity purchasing power,
- less expensive warehousing and storage because of shared expenses, and
- reduced costs for advertising or sales promotion due to the sharing of expenses.

Membership in cooperatives is normally maintained through membership fees or purchased shares. Technical assistance to member companies may be provided if the members are willing to pay for such services. The larger cooperatives provide newsletters and technical information for the members.

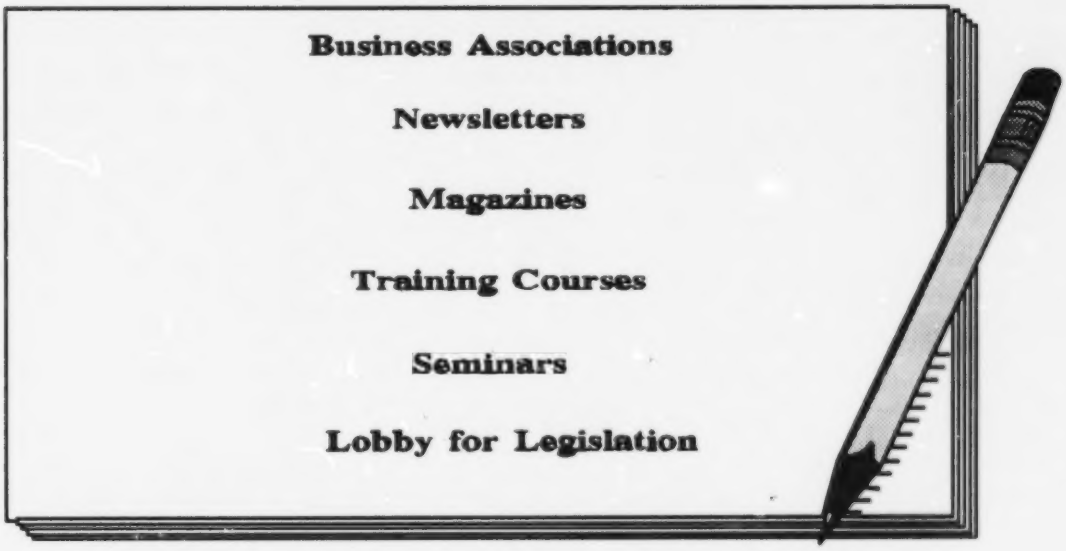
Buying Groups

In businesses where there are fast-changing styles (as in women's fashion apparel), perishable goods (fruits and vegetables), or rare gifts and collectibles (foreign markets), purchases from wholesalers or distributors must be made quickly. This means that someone has to be on hand to make selections quickly when the merchandise becomes available.

Most small businesses cannot afford to employ buyers who stay in the narket and search for the "good buys." These companies may join a *buying group.* A buying group is a business organization that employs buyers in a central office who search for unique products or "best buys" as instructed by member companies.

Thus, an owner/manager of a woman's fashion store in Tupelo, Iowa, can have access to the newest fashions on the day they appear in New York. Or, this same owner may secure similar buying services in any of the other central fashion markets in the world: Chicago, Los Angeles, Atlanta, London, or Paris. He/she obtains these services by joining a buying group in that city.

As a member of a buying group, you pay fees for the services you receive. Memberships are maintained on an annual basis. Sometimes a buying office is a small business itself. In such cases, an independent entrepreneur does not compete with the businesses served. In other cases, a group of independent businesses that sell similar products or a chain of businesses may operate its own buying office.



A buying office provides technical assistance in the form of product information, sales promotion ideas, and selling aids to member businesses. The office also follows up on orders placed by the company with manufacturers or wholesalers in the central market. In addition, they often send out bulletins about market trends and prices.

The general make-up and structure of an organization's buying group are determined by its size and market position, by the quantity and family of products being bought, and by the personal philosophies of the business owner.

HOW DO BUSINESS ASSOCIATIONS HELP THE ENTREPRENEUR?

There are a number of national business associations that provide information and support for entrepreneurs. Many of these associations have regional, state, and/or local offices ready to serve their members. If these business associations do not have the answers to your problems, they often are able to connect you with other information sources.

Business associations have employees who edit newsletters or magazines, provide training courses or seminars for members, and lobby for legislation of interest to the type of business that the association represents.

They usually hold meetings and annual trade shows. Such events are excellent ways for

keeping up with what is new in your industry and for talking to competitors and suppliers. Local chambers of commerce also offer assistance.

A list of representative business associations is provided in the *Resource Guide*.

HOW DO GOVERNMENT AGENCIES HELP THE ENTREPRENEUR?

A number of federal government agencies provide information for entrepreneurs at little or no cost. Three of these agencies are of primary importance: the Small Business Administration, the U.S. Department of Commerce, and the U.S. Department of Labor.

Small Business Administration

The Small Business Administration (SBA) is a federal agency devoted to finding and organizing sources of assistance to help small businesses. The SBA has regional and branch offices all over the U.S. and its territories. It offers the following technical assistance services:

- Staff specialists to counsel entrepreneurs.
- Special assistance to help veterans with loan applications, training, procurement, and other services.
- Programs for women, such as Women's Network (NET), which brings prospective women business owners together with established women business owners for counseling and/or employs staff specialists in SBA offices to counsel entrepreneurs
- Consultation services provided by the Service Corps of Retired Executives (SCORE).
- Small Business Investment Companies (SBICs) that offer extended long-term loans to small business.
- Publications and videos on starting up and operating a small business.
- Educational programs in local communities cosponsored with adult and vocational education agencies.
- Small Business Development Centers (SBDCs that offer general assistance).

U.S. Department of Commerce

The U.S. Department of Commerce provides publications of interest to would-be or current entrepreneurs. For example, the *U.S. Census of Business* offers statistical information for all businesses operating in the U.S. In addition, its *Minority Business Development Agency* assists minorities in becoming successful entrepreneurs, and its Business Development Centers help minorities with such things as preparing business plans and finding the financing they need to open and operate a business.

U.S. Department of Labor

The Department of Labor (DOL) assists anyone who needs and wants to work. Special effort is made to help older workers, youth, minorities, women, and the physically chal-

lenged. The DOL also provides valuable information to the entrepreneur such as changes in employment prices, and other national economic measurements.

Other Government Agencies

This is only a partial list of the assistance you can get from federal agencies. If you contact any of the agencies discussed, you will find that other types of technical assistance are available also. There are likewise state and local government agencies that can offer help to the small business owner. Your instructor and other technical advisers can direct you to them.

HOW DO EDUCATIONAL INSTITUTIONS HELP THE ENTREPRENEUR?

Entrepreneurship education is growing. Courses in entrepreneurship are offered in public secondary and postsecondary schools, in vocational and technical schools, and in universities and colleges. Several private institutions specialize in entrepreneurship as well. These institutions have courses, teachers, and materials available to help the entrepreneur.

As long as you are in business, your knowledge and skills will continue to grow. There will always be courses, seminars, workshops, or independent study available in your community or in a community near you. It is to your best interest to take advantage of them.

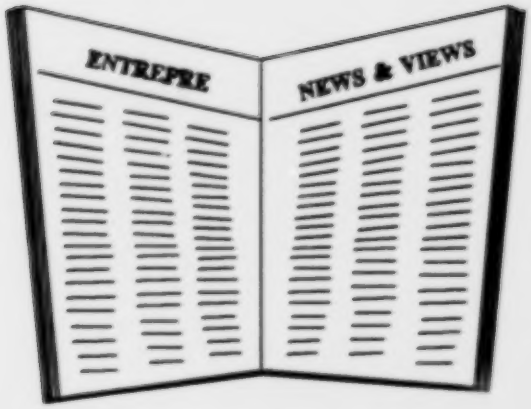
HOW CAN THE COMPETITION HELP THE ENTREPRENEUR?

A listing of sources of technical assistance would not be complete without mentioning your competitors. You should attempt to establish friendly relationships with your competitors. The value of "talking it over" with someone who is also in the business can provide outside opinions to aid in decision making. Successful competitors may not want to share all their secrets with you, but they are usually pleased to help you with most technical matters.

HOW DO PROFESSIONAL CONSULTANTS HELP THE ENTREPRENEUR?

Why would you want to hire a professional consultant? Well, you may need the help of a banker or investment firm to advise you about financing your business, or a lawyer to help you structure your business, or an accountant to help with taxes.

Whatever your reason, the need for professional consultants is very common among entrepreneurs. A whole consulting industry has evolved to provide technical information and advice. Depending on the amount of money you want to spend, professional consultants may assist you with a specific problem or project, or they can provide broader, more comprehensive services.



HOW DO PUBLICATIONS HELP THE ENTREPRENEUR?

A wide variety of books, magazines, and periodicals are currently provided by commercial and/or business publishers. These publications are an effective means of keeping up to date with changes in technology within your industry as well as specialized management and technical knowledge and skills.

Some of the most popular journals in the entrepreneurship literature are: *Inc. Magazine, Entrepreneur, Venture, Journal of Small Business Management, Entrepreneurship, Journal of Small Business, Journal of Business and Entrepreneurship, Journal of Business Venturing*, etc. You will be able to find many interesting and useful ideas about how successful entrepreneurs started and manage their own businesses.

As an example of the practical value of trade publications, Inc. Magazine offers a "Hands-on" section. This section contains real-life articles on sales efforts, management of human resources, financial strategies, banking and capital, and other business issues. In addition, the magazine incorporates a classified section of business opportunities broken down by sectors: business ventures, business financing, venture capital, leasing, patents, investments, legal, international, business education, publications, franchising, real estate, marketing, computer, public speaking, and other related services. You can call toll free 1-800-468-0800 to obtain a free copy of the catalog of books, software, video and audio tapes published annually by Inc. Magazine.

Many of these trade publications are available at the local library, so it is not always necessary to incur the expense of purchasing or subscribing to these materials. It is said that "knowledge is power," and within these trade publications you will find many important facts and suggestions that will help guide your path toward success as an entrepreneur.

ACTIVITIES

The following activities are designed to help you apply what you have learned in this unit.

INDIVIDUAL ACTIVITIES

A.

The Technical Assistance Puzzle

Get a copy of the Technical Assistance Puzzle from your instructor. Using the clues below, fill in the technical assistance terms in the following puzzle. Your instructor has the puzzle answers.

Across

1. Information about employment, prices, and other national economic evaluations are available through the _____.
2. Depending on the amount of money you want to spend, a professional _____ may assist you for a predetermined fee.
3. For setting up a record keeping system, maintaining your financial records, or completing income tax returns, you will probably need the services of an _____.
4. A _____ is a business in which the owners or parent company markets a product or services through a local business while keeping control of operating methods.
5. For legal matters related to your business, you will need the professional services of a _____.
6. The _____ is a federal agency that devotes all of its efforts to finding and organizing sources of assistance to help small business.
7. The U.S. _____ publishes the *U.S. Census of Business*.
8. Groups of companies legally joined with each other for some mutual benefit are called _____.
9. Bankers, lawyers, accountants, and consultants provide _____ to the entrepreneur.
10. _____ are an effective way of keeping up to date with changes in technology within your industry.

Down

1. _____ is the term used to describe the outside help you will need to open and operate a small business.
2. _____ usually hold annual trade shows where you can learn what is new in your industry.
3. The Small Business Administration and the U.S. Department of Commerce are examples of _____ that help entrepreneurs.
4. A _____ is a professional in the community who can provide technical assistance related to financing the business.

5. Some of the benefits of a _____ are: better prices from suppliers, lower warehousing expenses, and reduced advertising costs.

6. A _____ is a business organization that makes product purchases in a central market for its member businesses.

B.

You are convinced that you have what it takes to be an entrepreneur and run your own baseball trading card business. You know you will need lots of help but don't know where to get it. On a piece of paper describe what areas you need assistance and where you might go to find it. Use actual resources, such as the local business directory (Yellow Pages), to identify "real" sources of technical assistance in your community. For example, if you have questions about state and local taxes you would contact the local office of the Internal Revenue Service. Think of at least five other sources of technical assistance you will need.

GROUP ACTIVITY

Work in teams of four to six. Each team decides in what areas your business needs technical assistance. As a team member suggests an area where assistance may be required, a recorder lists potential problems that will result if help is not obtained. Use a flip chart and markers to record the ideas. Upon conclusion, the teams then join for an open discussion about their decisions.

CASE STUDY

Bill and Diane Marino are potential entrepreneurs who need some technical assistance. They don't need help with their product. They think they have it. In fact, the *know* they have it.

The two young Marinos are twins in the 12th grade at Public School #711 in New York City. They should be classified as members of that growing population of teenagers known as "microkids" because of their skill and knowledge related to personal computers.

Bill works at a computer store. At least, others call it *work*. He calls it play. He really loves his job and looks forward to each Saturday when he can spend all day teaching customers at the store about computers. He has been working there since his sixteenth birthday—nearly two years.

Bill learned programming at work last Christmas season. When Mrs. Marino bought a small computer for the family, Bill taught Diane how to use it. Later he taught Mary Ann the game that he developed. Since then, Diane, who wants to be a graphics artist, has designed the visual effects for the computer screen.

The owner of the computer store assures Bill and Diane that the game they have developed is marketable.

DISCUSSION QUESTIONS

1. Why would technical assistance be important to Bill and Diane?

2. What types of technical assistance will they need?

3. Where could they go to find the technical assistance they will need?

14

ASSESSMENT

Read the following questions to check your knowledge of the topics presented in this unit. When you feel prepared, ask your instructor to assess your competency on them.

1. How does technical assistance provide the entrepreneur with access to experience?

2. All the tasks the entrepreneur will need to perform can be classified into two broad categories. Name and explain each.

3. What are the benefits of comprehensive franchises?

4. Name and explain some possible drawbacks of owning a franchised business.

5. Why would farmers find it advantageous to join a cooperative?

6. What are the advantages to belonging to a buying group?

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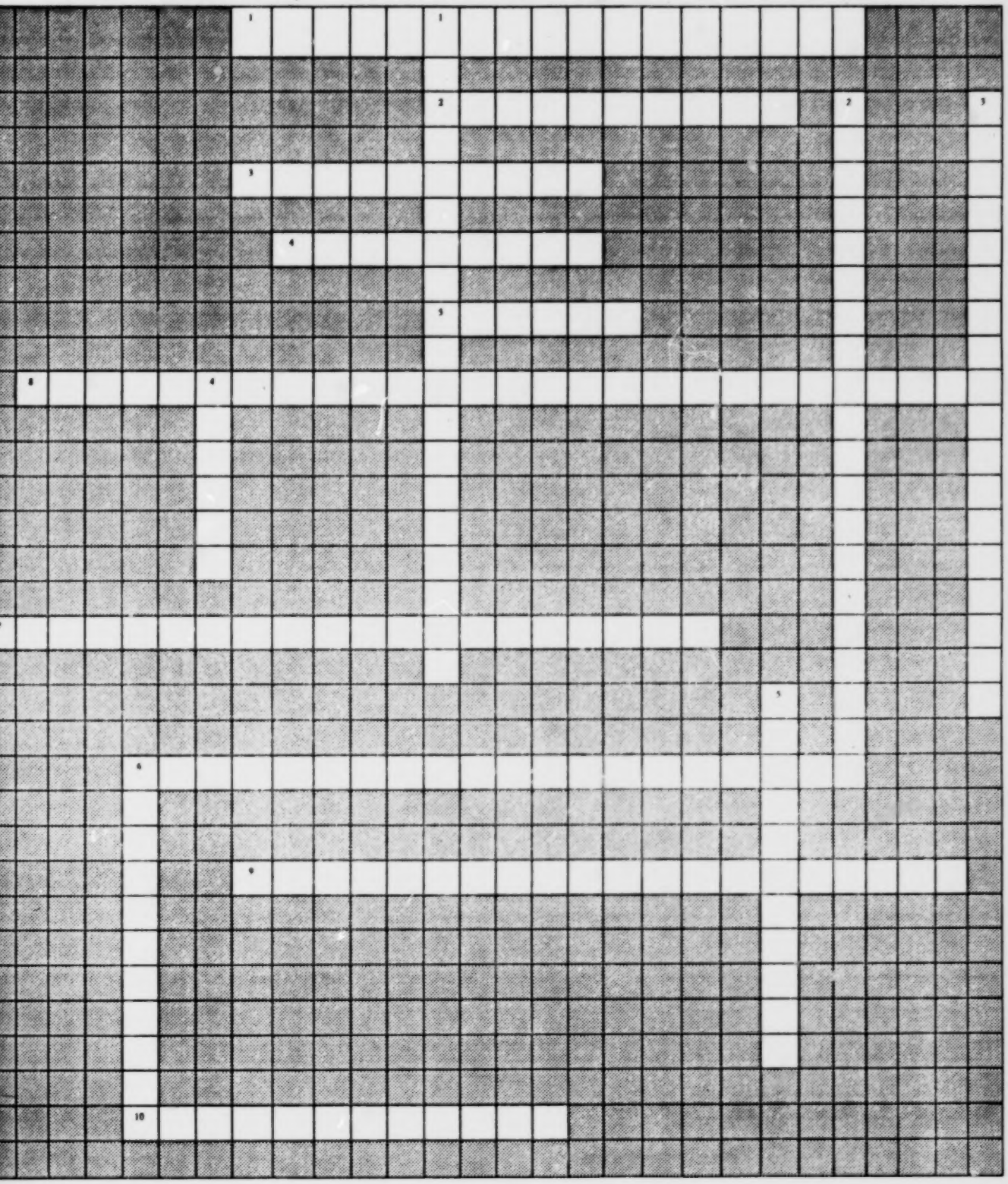
PACE

	Unit 1.	Your Potential as An Entrepreneur
	Unit 2.	The Nature of the Small Business
	Unit 3.	Business Opportunities
	Unit 4.	Global Markets
	Unit 5.	The Business Plan
⇨	Unit 6.	Help for the Entrepreneur
	Unit 7.	Types of Ownership
	Unit 8.	Marketing Analysis
	Unit 9.	Location
	Unit 10.	Pricing Strategy
	Unit 11.	Financing the Business
	Unit 12.	Legal Issues
	Unit 13.	Business Management
	Unit 14.	Human Resources
	Unit 15.	Promotion
	Unit 16.	Selling
	Unit 17.	Record Keeping
	Unit 18.	Financial Analysis
	Unit 19.	Customer Credit
	Unit 20.	Risk Management
	Unit 21.	Operations
	Resource Guide	
	Instructor's Guide	

Units on the above entrepreneurship topics are available at the following levels:

* Level 1 helps you understand the creation and operation of a business
* Level 2 prepares you to plan for a business in your future
* Level 3 guides you in starting and managing your own business

THE TECHNICAL ASSISTANCE PUZZLE (BLANK COPY)



THE TECHNICAL ASSISTANCE PUZZLE (KEY)

Across

1. Information about employment, prices, and other national economic evaluations are available through the Department of Labor.
2. Depending on the amount of money you want to spend, a professional consultant may assist you for a predetermined fee.
3. For setting up a record keeping system, maintaining your financial records, or completing income tax returns, you will probably need the services of an accountant.
4. A franchise is a business in which the owners or parent company markets a product or services through a local business while keeping control of operating methods.
5. For legal matters related to your business, you will need the professional services of a lawyer.
6. Groups of companies legally joined with each other for some mutual benefit are called business affiliations.
7. The U.S. Department of Commerce publishes the *U.S. Census of Business.*
8. The Small Business Administration is a federal agency that devotes all of its efforts to fining and organizing sources of assistance to help small business.
9. Bankers, lawyers, accountants, and consultants provide professional services to the entrepreneur.
10. Publications are an effective way of keeping up to date with changes in technology within your industry.

Down

1. Technical assistance is the term used to describe the outside help you will need to open and operate a small business.
2. Business associations usually hold annual trade shows where you can learn what is new in your industry.
3. The Small Business Administration and the U.S. Department of Commerce are examples of government agencies that help entrepreneurs.
4. A banker is a professional in the community who can provide technical assistance related to financing the business.
5. Some of the benefits of a cooperative are: better prices from suppliers, lower warehousing expenses, and reduced advertising costs.
6. A buying group is a business organization that makes product purchases in a central market for its member businesses.